

Committee: **London Hydro Board**

Organization/Sector represented:

Name: **Sarah Shortreed**

Occupation: **Technology Executive**

Work experience: **Titles and Years: CIO, Bruce Power, 2013 - 2018 VP, BlackBerry, 2008 - 2013 Multiple Roles, IBM Canada - 1996 - 2008 Multiple Roles, Union Gas - 1989 - 1996**

Details (apologies for the loss of formatting): SUMMARY An accomplished senior technology executive who delivers business strategies especially in the area of industrial technology. Global experience in a broad range of industries and executive roles related to the business of technology. Boardroom and CIO agenda experience. Forms effective relationships with business and partner stakeholders using highly effective communications skills. Highly resilient executive with advanced facilitation skills, a collaborative style and persuasive business case capabilities, known for her pragmatic approach to highly complex initiatives. Leverages these skills to motivate and lead IT organization and teams. Areas of Expertise: Digital Transformation Stakeholder Management Business Continuity Cloud Transformation Cyber Security Mergers and Divestitures Risk Management Structured Innovation Strategic Leadership **WORK EXPERIENCE BRUCE POWER, Tiverton 2013 – 2018** Bruce Power is a \$3B private company that operates the world's largest operating nuclear generating facility supplying roughly 30 per cent of Ontario's electricity. CIO An Officer, and a member of the Executive team, responsible for the corporate Innovation mandate, Cyber Security, IT operations and projects, as well as performing command functions, and other executive participation as part of nuclear operations. • Delivered a comprehensive capital Modernization Program (~\$200M), including implementing a Cloud ERP on time and on budget • Established Cyber standards for Industrial Controls that are being used in the global standards for Nuclear plants • Restructured and reissued vendor contracts to drive savings year over year, exceeding all targets • Created an internal Innovation Program designed to drive grassroots, small innovations at the work group level, exceeded targets by increasing the participation rates from the previous program 400% in the first year • Engaged the local community and school board in a series of STEM career awareness events, exceeding expectations by establishing an ongoing teacher/industry mentor match program **BLACKBERRY, Waterloo 2008 – 2013** VP, Enterprise Portfolio Management, 2012 – 2013 Responsible for the product lifecycle management process for the Enterprise Business Unit (EBU) and the strategic planning process for both the EBU and CIO teams. Focus was on creation of new revenue generation strategies. VP, Planning and CIO Program Office, 2008 – 2012 Responsible for 400-person Shared Services and Chief of Staff functions that spanned strategy, planning, budgeting (\$400M OpEx), vendor management, procurement, business continuity, risk management and Project Management Office for RIM Global CIO groups including BlackBerry Operations, Customer Support Operations, Corporate IT, and Enterprise Business Unit. Seconded to lead 3000-person Customer Support Operations for one year during this mandate. • Developed a procurement team from \$120M/year to \$1B/year over 2 years without increasing headcount. Later led that same team to cut 30% from the annual spend through a targeted reduction initiative that enabled the firm to meet the rapidly changing business conditions • Managed 3 crisis activities over the timeframe: SARS, European Ash Cloud, and 4-day BlackBerry outage – ensuring movement of product across quarter end and effective external communications to corporate customers • Led the Project Management activities related to Lawful Access and Data Sovereignty issues ensuring effective government relations programs were aligned with technology plans • Managed a portfolio of CapEx projects worth \$500M/year, meeting or exceeding business goals each year **IBM, Markham 1996 – 2008** Business Development Executive, BPO and ITO, 2006 – 2008 • Managed 3 deal teams to closure, averaging \$700M/deal, meeting or exceeding all targets **Project Executive, 2005 – 2006** • Managed \$125M P&L, 800-person team, providing outsourcing services at a major Canadian airline, meeting or exceeding all GP, Revenue and Signing targets **Global Business Services, Consulting, 1996 – 2005** Progressive roles through the consulting organization leading sales and delivery of Strategy and Application projects. Large projects included implementation of e-health in Alberta, and Shared Services in Manitoba. **UNION GAS, South Western Ontario 1989 – 1996** Progressive engineering and management roles in region operations and pipeline construction. **EDUCATION / AWARDS / BOARDS** Nuclear Leadership Program (CANDU Owners

Group), In-Class Executive Mentor – 2018 Ryerson IT Leadership Program, 2007 Bachelor of Engineering Science (Mechanical), University of Western Ontario, 1989 Women of Waterloo Tech Award 2010 Lauchland Engineering Medal, 2009 Young Alumni Award, 1999 Board Member of Western University's Board of Governors, 2018 – Present Executive Committee, International Women's Forum (IWF), Waterloo Chapter, 2017 – Present Member of Digital Advisory Board to the Treasury Board Secretariat CIO (Canada), 2016 – Present Chair of Conference Board of Canada's CIO Committee, 2017 – 2018 Board Member of Natural Sciences and Engineering Research Council (NSERC), 2014 – 2018

Education: B.E.Sc. (Mechanical), UWO, 1989; P.Eng.

Skills: Considerable Board Experience including 2 theater boards, 2 social services agencies, ITAC Talent, NSERC and currently serving on the Board of Governors at Western. Technology, Cyber, Operations, and Business skills that are relevant.

Interest reason: I would like to contribute to the transformation of the electrical utility business in Ontario as the customer experience, distribution mechanisms, and advances in Operations Technology take place.

Contributions: I believe my broad business expertise, combined with Technical expertise, would be suited to helping London Hydro navigate the next few years of change. My Board Competencies include: - Strategic Thinking, with a unique perspective using lateral thinking methods. - Significant digital experience in a utility and industrial environment. - Professionalism in all situations

Past contributions: As a Board Member, I have participated in several Committees within the Board Structure. I have participated in CEO searches and succession planning, mergers of agencies, financial crisis events, and other Board relevant matters over my years as a volunteer Board member. I believe that my respect for the role of Management and my understanding of the fiduciary responsibility of the Board have been demonstrated in these events.

Interpersonal: My personal style is highly collaborative, with advanced negotiation skills. I often play the clarification role in board discussions where several members are having open and honest dialogue, but may be unable to see the connecting points, or areas of commonality. I have broad exposure to unions and diversity issues, and respect the process as well as the people.

Interview interest: Yes